

Value

The Equation for Excellence



UNIVERSITY OF
BRIDGEPORT

Opening doors. Building futures.

The University of Bridgeport

The University of Bridgeport offers career-oriented undergraduate, graduate and professional degrees and programs for people seeking personal and professional growth.

The University promotes academic excellence, personal responsibility, and commitment to service. Distinctive curricula in an international, culturally diverse supportive learning environment prepare graduates for life and leadership in an increasingly interconnected world. The University is independent and non-sectarian.

— Adopted by the Board of Trustees on April 23, 2004



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President's Message

The latest recession technically ended several years ago, but questions it raised continue to demand answers. When people make a purchase, they want and need to know that they are getting their money's worth.

Higher education has come under intense scrutiny in the past year, too. Commentators, media, politicians, and parents are concerned that increasing costs of higher education are outpacing core inflation. This has led to calls to reduce the availability of federal aid, to exercise greater governmental oversight, and to hold colleges and universities more accountable. Others have gone as far as suggesting that higher education is not worth what it costs.

We agree that all institutions of higher education should demonstrate their worthiness, and we are proud to do so. As you will read in this year's annual report, an investment in a University of Bridgeport education reaps considerable returns. This year, an independent ranking by Payscale.com of more than 1,500 U.S. colleges and universities to determine the potential financial return of attending each school put UB's ROI in the top 25 percent. We'd expect nothing less: UB's career-centered education continues to be distinguished by an abundance of opportunities to gain hands-on experience outside of the classroom, and this year our students and faculty were more visible than ever, ministering to patients in our health clinics, traveling to East Asia to fulfill internship requirements, creating marketing plans for business, or working in schools and classrooms.

Truly, UB's education transcends boundaries—and that richly benefits society as a whole. As one of the state's largest employers, UB's benefit to Connecticut is nothing less than breathtaking. According to our latest economic impact report released earlier this year, the University's positive economic impact to the state of Connecticut now stands at \$457 million annually. Beyond dollars are people, whose skills, leadership, and talent improve the quality of life for society as a whole. Alumni and faculty, like engineering alumnus Ismail Khan and College of Naturopathic Medicine professor Jared Skowron, who are featured in this report, are among hundreds from the UB community who contribute their skills to enrich others.

Area institutions and donors recognize this value, and it's why this year they increased their own investments in UB through donations, new partnerships, and other opportunities. We think you'll agree: a UB education is a great investment.

With warm regards,



Neil Albert Salonen
President

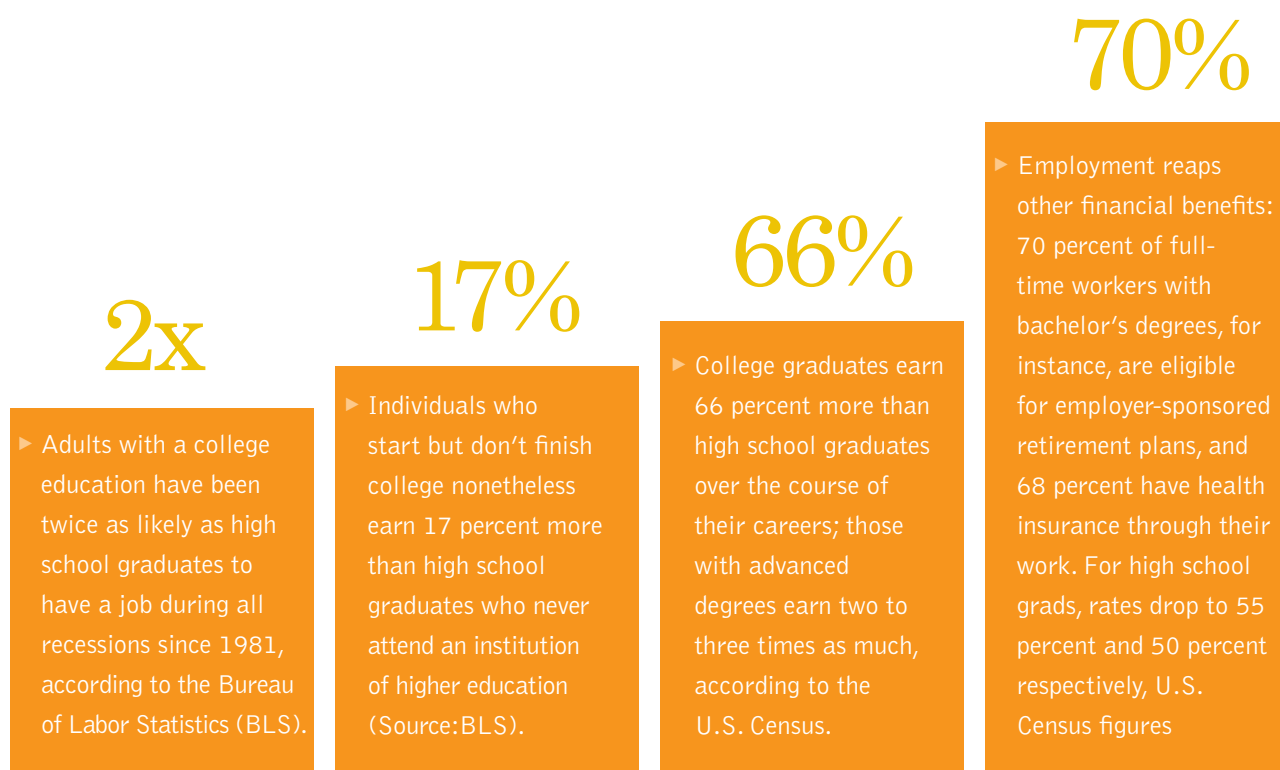
By the numbers: Valuing a UB education

What makes a sound investment? For most, the answer boils down to numbers. From basis points to billions, data like P/E ratios, profit-and-loss models, and rates of return help distinguish stellar financial plays from lousy ones.

But how do you measure a university's value?

At the University of Bridgeport, where our mission is to prepare students to lead in their chosen professions, we also look at employment rates and earnings figures. Among our most current alums, for instance, 90 percent of School of Education graduates are teaching, every job applicant from the Acupuncture Institute's Class of 2013 is gainfully employed, and eight out of ten grads from the Class of 2013 Shintaro Akatsu School of Design (SASD) found jobs this year.

We're proud of these numbers. Sustained economic challenges have prompted recent soul-searching about the value of higher education. The continued success of our alumni, faculty and students in the past year—and more general national findings—affirm our belief that a UB education is a worthy investment that produces lifelong goods, earnings, and returns for graduates, their families, communities, and society at large. Consider:



School of
Dental
Hygiene



UNIVERSITY



Enrollment for the fall of 2012 shot up 43 percent for domestic students.



The University's health sciences offerings continued to expand.



Dean Thomas Ward, from the College of Public and International Affairs, was named a Fulbright Fellow.

Such statistics, whether national or specific to UB, are not the only yard sticks by which the University measures its value. “Non-tangible” dividends of a UB education are equally vital to graduates’ success.

When our students parse a text in English or debate ethics in a philosophy class, for example, they acquire interpretive skills to make sense of what is told, how it is told, and ultimately, master the ability to identify what’s meaningful. This awareness of the interplay between structure and content—an ability to decode—is critical to so many professionals, from financial leaders considering the intricacies of mergers and acquisitions to judges interpreting the rule of law or an executive crafting elegant arguments to sway clients. These are just some of the reasons that the University has invested in expanding its English program with a new bachelor’s degree with concentrations in literature and creative writing, enhanced the theater-arts curriculum, and broadened offerings in philosophy and the history of religion.

Our STEM (science, technology, engineering, and math) programs prepare graduates to compete in a world that increasingly needs workers who can analyze complex problems and approach them with finely tuned technical skills. When UB engineering students are invited by NASA to build satellites or work on facial-recognition security systems for use by multinational banks and law-enforcement agencies—as they’ve been doing this year—they devise solutions to today’s most fascinating and pressing challenges.

And for all of our students—be they music, math, or mass communications majors—the opportunity to study with individuals from societies that are vastly different from their own prepares them to participate in an increasingly connected world.

The dividends of such educational experiences over the past year are reflected in myriad ways:

- **DONATIONS:** *Overall giving to UB increased by 62 percent, with the average gift rising 110 percent in the past fiscal year.*
- **GRANTS:** *Funding for grants rose 38 percent in the past year, while the number of currently funded grants increased by 44 percent.*
- **ENROLLMENT:** *The number of U.S. students who enrolled as freshmen in the fall of 2012 shot up by 43 percent from the previous year, while domestic undergraduate college students transferring to the University rose by 8 percent.*
- **AWARDS:** *Among its numerous honors in the past year, UB online education was ranked among the best by U.S. News and World Report; Dean Thomas Ward was named a Fulbright Fellow; our Engineering School students broke the record for any school when they won every award at the American Society for Engineering Education competition; and the outpatient clinic run by the Acupuncture Institute was named by area residents as the “Best of Fairfield County” in the annual Fairfield County Readers Poll.*

Whether computed by numbers, accolades, burgeoning funding and research grant opportunities, the elevated reputation of the University itself, or more intangible benefits of time spent in our classrooms, it’s clear that UB’s return on investment is significant indeed.

Engineering Jobs:

The PLC Laboratory, and its students who could.

Graduation was looming, so on that particular Monday morning, UB student Ismail Kahn logged onto the computer to search for jobs. Leprino Foods in Denver, Colorado, was looking for a design systems control engineer.

Kahn applied. Ten minutes later his cell phone rang. It was Leprino's HR director, calling to schedule three phone interviews for that same afternoon. By 6 p.m., Kahn—who was then completing his master's in electrical engineering—was on an airplane to Leprino's headquarters for back-to-back interviews. Two days later, he was hired.

"Later on I asked my manager, 'What attracted your attention to me?' "Khan recalled. "He told me, 'Two things: your confidence and your knowledge.' If it hadn't been for the lab, I wouldn't have gotten the job."

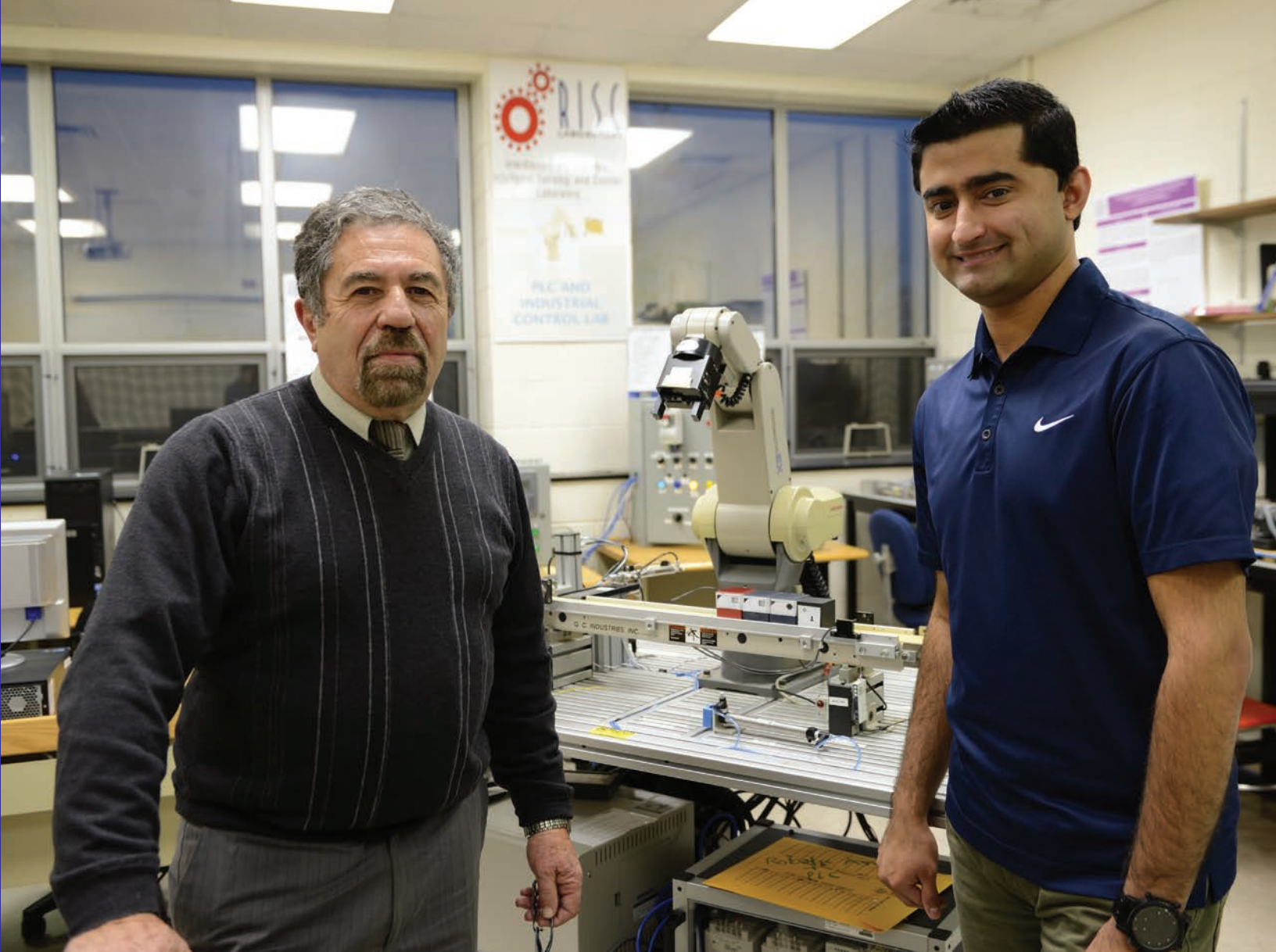
"The Lab" would be UB's Programmable Logic Controller (PLC) Industrial Control Lab—Kahn's home away from home for three years while he took classes from professor Jack Toporovsky and worked as his graduate assistant.

"If you look at any industrial technology now, you have automation and assembly lines. People are not present on assembly lines anymore, so it's critical to understand how the machines are controlled and how components of assembly lines move very precisely from one place to another."

—Jack Toporovsky, *Director, PLC Industrial Control Lab*

It was Toporovsky who'd created the lab. A former electrical control engineer for Hall Machine Systems and U.S. Surgical Corp., Toporovsky knew from his corporate experience that if his students were going to get jobs, they'd need to be more than book smart; they'd have to have a deep understanding of PLC devices. They'd have to program, trouble shoot, and run them. They'd need to be able to integrate various components—like sensors, vision cameras and variable speed drives—into their machines and create labyrinthine wiring diagrams for them, too. In short, they'd have to learn about and master technological processes that are vital to the field of integration control.

"If you look at any industrial technology now, you have automation and assembly lines. People are not present on assembly lines anymore," said Toporovsky. "So it's critical to understand how the machines are controlled and how components of assembly lines move very precisely from one place to another."



Jack Toporovsky and Ismail Khan

So Toporovsky set to work, assembling an industrial conveyor with a robotic arm—the lab's first PLC machine. Today, the lab boasts 15 automated industrial machines driven by PLCs made by Mitsubishi or Allen-Bradley. Students program and monitor them from any one of the lab's ten stations.

That's reaped impressive returns: every graduate who's worked in the lab has a job—some even got offers before they officially graduated. Toporovsky keeps track of his former students, since many keep him apprised of their latest professional achievements.

"I'm in Chicago working as an Engineer 2 working with Maverick Technology," engineering alumnus Hardik Vyas '11 recently e-mailed. "I remember your efforts to make the PLC Lab as advanced as possible; it provided a platform for those of us who really want to advance our careers in automation and control engineering. Because of your efforts and support, I learned so much programming. That knowledge helps me advance in my field a lot."

Khan agrees. The lab, he adds, was a big reason he enrolled at UB. "Nowadays, going to a high-tech school and not doing anything practical won't help you. You have to have that hands-on experience. If you don't have it, you won't get the job. There are other schools with labs like the PLC Lab, but it's not common practice. Working in the lab was a huge opportunity for me."

Compounding Benefits: UB's \$457 million (and counting) advantage to the community

Compound growth. Over time, it turns modest investments into great wealth. So, too, with higher education, whose yields transform the lives of individual graduates and positively impact society.

In UB's immediate back yard, higher education generates considerable economic returns. Private universities represent the fourth largest employer in Connecticut. As part of this group, we're proud to report that UB's positive economic impact to the state of Connecticut stands at a breathtaking \$457 million annually, according to our just-released *Economic Impact Report*. Of that:

**\$65
million**

- The University, its students, alumni, faculty, and visitors add \$65 million to the city of Bridgeport's \$6.4 billion annual economy.

**\$87
million**

- When businesses and individuals who are paid directly by the University use their earnings locally, the impact of UB's spending grows from \$82 million to \$87 million.

**\$265
million**

- UB contributes \$265 million of the \$85 billion in economic activity in Fairfield County.

Source: *UB Economic Impact Report 2013*.



Dividends at UB's Naturopathic Pediatric and Autism Clinic: **a child's laughter, a child's love**

By the time their twins were two years old, Becky and Brendan Burke knew there was something wrong with their sons.

"At that age, a child wants to show you a toy or play peek-a-boo, and our children weren't doing that," recalls Becky. "They only engaged us if they needed anything. If they were hungry, one of the twins would go over to where the food was and grunt."

The twins were diagnosed with autism.

The couple went into overdrive to find help. That led them from their home in Portland, Connecticut, to Jared Skowron, an adjunct professor at the College of Naturopathic Medicine and an expert in natural medicine for children with autism.

"It's so rewarding for me as a physician to rescue those children, to give them back to the families. We return laughter and love."

— Dr. Jared Skowron, *Adjunct Professor,
College of Naturopathic Medicine*

"There are no pharmaceutical treatments for autism," says Skowron, author of *Natural Remedies for Your Child*, an Amazon.com best seller. "Natural remedies and nutrition therapy have been the only beneficial and scientifically researched medical therapeutics shown to improve children's developmental delays. The children improve language ability, their behavior and social interaction, sleep problems, toilet training and other quality-of-life measures."

Skowron speaks from experience. For the past decade, he and his UB colleagues and graduate students have treated hundreds of patients annually—many of them children and teens with autism—at the Naturopathic Clinic on campus.

This summer, UB deepened its investment in the community by opening the Naturopathic Pediatric and Autism Clinic in collaboration with Pediatric Rehab and Fitness in Shelton, Connecticut.



The College of Naturopathic Medicine expanded care for children with its new Pediatric and Autism Clinic in Shelton, CT.

"It gets them the opportunity to learn effective treatments for the growing epidemic of autism," he says.

The first thing Skowron did when the Burkes came to him was screen the twins. They had toxins, like arsenic and mercury, in their bodies, so he put them on gluten- and dairy-free diets. He's also prescribed natural remedies to control the symptoms of autism.

Three years later, the boys "are at the point now if you were to meet them, you'd never know they were on the autism spectrum," says Becky with obvious pride. "They have normal conversations with us. They make complete sentences. They are very social. They have lot of friends. They are in mainstream classrooms."

For a naturopathic doctor, such transformations are the most invaluable payoffs of all, says Skowron.

"Parents with children on the autism scale are parents whose children have been stolen from them," he says. "You've got a little baby who smiles at you and giggles, and then when they get autism, overnight, that child's soul is taken away. There's no more laughter, no more eye contact, no more 'mama' and 'dada.' The physical interaction is gone. It's so rewarding for me as a physician to rescue those children, to give them back to the families. We return laughter and love."



UB students contributed thousands of hours at the annual MLK Day of Service and other events.



Health Sciences faculty and student clinicians provided health education and services worth more than \$2 million to the community.

The dollars are breathtaking. But the currency that UB invests in the community is personal, too. As an employer of 1,401 individuals, the University is keenly aware that its professors, administrators, and staff rely on their jobs to provide for their families and fund other personal dreams.

We're likewise concerned about others who aren't students or staff, but who nonetheless benefit from our myriad resources. When entrepreneurs need help to launch start-ups that are vital to Connecticut's economy, we provide them with tools and assistance. When organizations like the American Red Cross, Connecticut Food Bank, or the United Way seek help, UB students—a vibrant, driving force in Fairfield County—contribute thousands of hours of volunteer time. When the most vulnerable citizens in our communities need care, we offer free and low-cost treatments at our award-winning health clinics.

Investing in positive change is part of UB's proud tradition, and this year our commitment to others paid handsome dividends in countless ways:

Helping others to stay healthy:

As a leader in wellness-based disciplines, our Health Sciences programs brim with programs geared to community health. Working at UB, and also in collaboration with leading area health agencies, our faculty create innovative training opportunities for students to work directly with a diverse population of patients. This breathtaking scope of services helps thousands more and this year:

- **OUTREACH:** *In 2012-2013, UB health sciences students volunteered to provide treatment and health outreach and education to the community worth more than \$2 million.*
- **PEDIATRIC AND AUTISM CLINIC:** *Naturopathic faculty at UB's specialty Pediatric and Autism Clinic treated patients with ADHD, ADD, asthma, and stomach and skin conditions affecting children, while providing integrative cancer care to others at the campus Oncology Clinic.*
- **DENTAL CARE:** *Fones School of Dental Hygiene provided free and affordable cleanings, X-rays, and other dental care to 12,000 patients and added three new sites to serve even more patients in the city of Bridgeport.*
- **VOLUNTEERING:** *UB chiropractic students provided 1,008 hours of patient care at Optimus Care satellite clinics, which cater to some of the poorest patients in Bridgeport. They also clocked 100 volunteer hours at Veteran's Administration hospitals in West Haven and Newington.*
- **COMMUNITY SERVICE:** *As part of their more than 1,400 hours of community service, students from the Physician Assistant Institute teamed up with the National Kidney Foundation to screen patients for kidney disease. They also ran health workshops at the Mercy Learning Center to help mothers and other women protect their families' health.*

Our involvement in community health improved the quality of life for more than 12,000 individuals in the past calendar year alone. That, in turn, reaps tremendous rewards for all of us. Current health disparities between those who are college educated and those who are not are well documented: rates of obesity, smoking, fitness, and common diseases like diabetes vary widely between those who hold university degrees (and enjoy better health) and those who never matriculated beyond high school.

As illnesses skyrocket for some, costs climb for all: the tab for obesity-related care, for example, now averages \$361 per adult and will quadruple by 2018, according to predictions from United Health Foundation. When UB invests its resources, time, and expertise to benefit others' well-being, it ultimately builds a network of care that sustains the economy and improves the standard of living for everyone.

Gen Y: Profit by design

The media like to call Generation Y a lost generation with few job prospects and large debts. At UB, we know better. Young people between the ages of 18 to 37 represent a juggernaut of talent, drive, and economic potential.

Some 86 million strong, these young people now account for 21 percent of consumer spending. That's about \$1.3 trillion annually, according to Boston Consulting Group.

The professional world is starting to take notice, and this year it turned to our students at the Shintaro Akatsu School of Design (SASD) to connect to this potentially invaluable demographic.

In the first part of the year, SASD students created a multipronged communications campaign for AmeriCares, the disaster-relief and humanitarian organization. Proposals included online contests to engage college students, co-branding opportunities, and tips for best utilizing Facebook, Tumblr, Instagram, and other social media. Students also translated the presentation into Mandarin and Arabic for the nonprofit, which distributes medical supplies to crisis areas around the world.

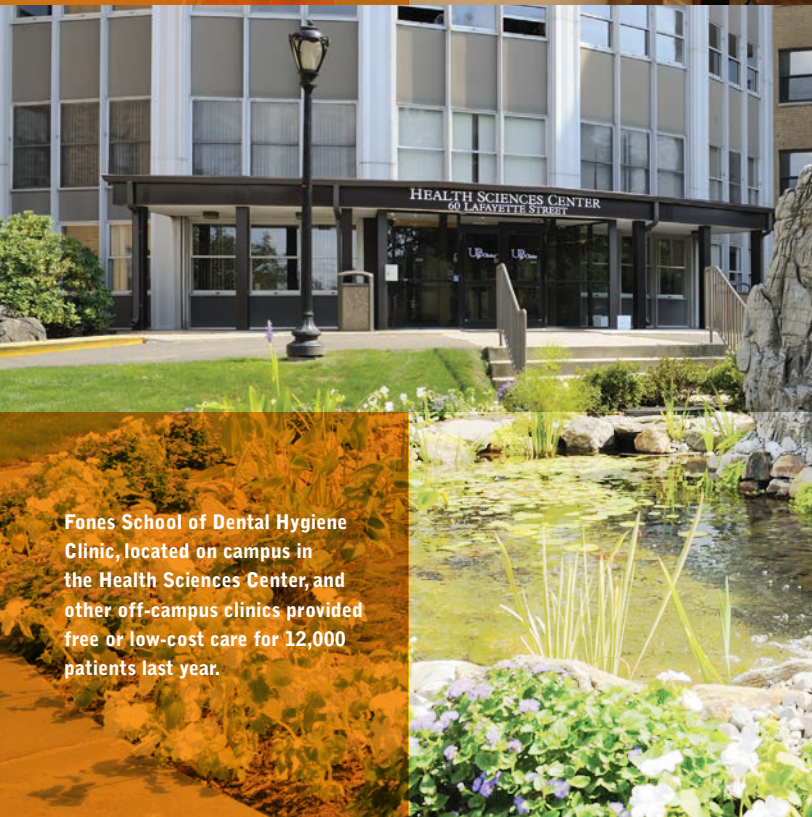
Next, Bridgeport developer Phil Kuchma asked teams from SASD to design a new generation of high-end, super-efficient apartments tailored to the needs of 20-somethings. Tapping this young market, Kuchma argues, is critical to transforming downtown Bridgeport into a thriving urban community.

Fueling business

Running any profitable endeavor and/or climbing the corporate ladder requires skill and hard work, but making the right connections is critical, too. With that in mind, the University expanded opportunities for its students, area entrepreneurs, and other professionals to network, acquire specific jobs skills, and gain invaluable advice about topics that are critical to the career-minded.



UB events drew visitors to the area and had a \$13 million positive impact to the local economy.



Fones School of Dental Hygiene Clinic, located on campus in the Health Sciences Center, and other off-campus clinics provided free or low-cost care for 12,000 patients last year.



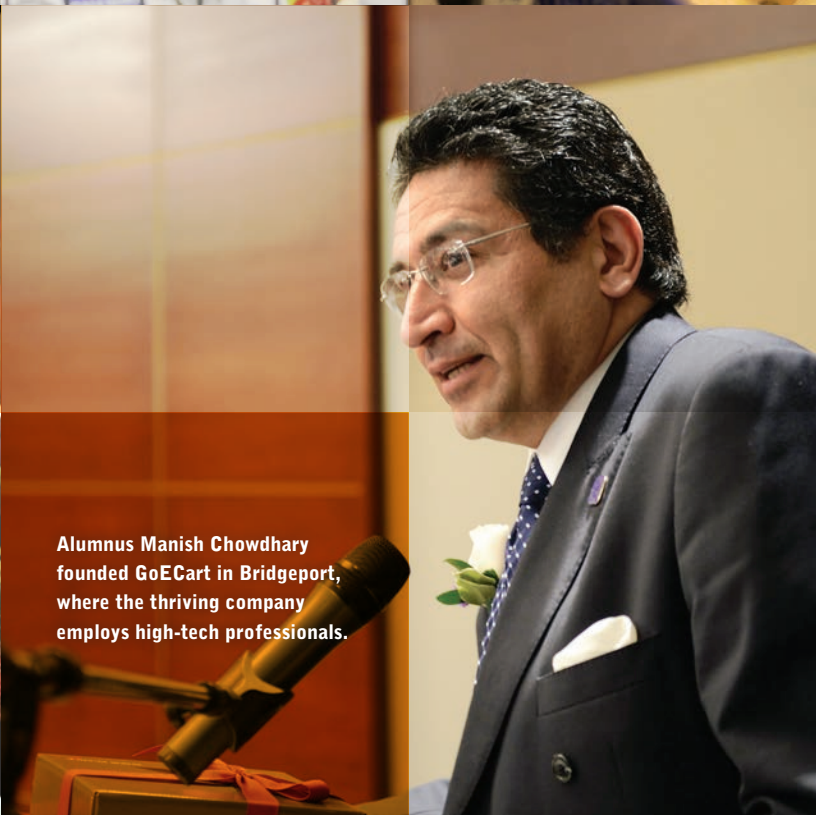
Some 86 million strong, Gen Y'ers account for \$1.3 trillion in spending annually. Through various campaigns, UB students helped businesses connect to them.



Students took up the SNAP Food Challenge to live on \$35 a week.



Interior Design Chairman John Kandalafi and students designed new generation apartments to appeal to younger buyers after a developer asked for their help.



Alumnus Manish Chowdhary founded GoECart in Bridgeport, where the thriving company employs high-tech professionals.

Events, such as Innovators, the University's networking-and-lecture series that's co-presented with WSHU Public Radio and *Fairfield County Business Journal*, were bigger than ever. Talks were often geared to entrepreneurs, and topics addressed how to turn failure into success, polishing elevator speeches, and keeping innovation fresh.

The University's free monthly Brown Bag Lunch Series enabled attendees to network with one another and attend a variety of lectures about entrepreneurship. The Executive Speaker Series focused on bringing current business executives from fields like marketing and international trade to meet with members of the public. In response to demand, the Executive Speaker Series is expanding for 2014, and will feature experts from private equity, economics, and the financial services industry.

Providing jobs

It's a simple equation: strong universities equal strong communities. Take Connecticut, where private institutions of higher education represent the fourth biggest employer in the state. Alumni are equally vital to social prosperity. Some 18,728 UB alums in Connecticut funnel a whopping \$231 million into the state economy while leveraging their talent as CEOs, educators,

engineers, research scientists, health providers, and perhaps most significantly, employers.

Among them: alumnus Manish Chowdhary '00, CEO of GoECart. Founded in Chowdhary's dorm room at UB, GoECart's success is nothing less than breathtaking. GoECart provides small but growing ventures and established mid-sized companies with tools to manage their entire business with a single web-based application.

GoECart has been awarded for its superior services, and that in turn, has brought much-needed investment to Bridgeport. After graduating from UB, Chowdhary located his firm downtown, and now employs 24 high-tech professionals. He's just one of several alumni who've leveraged their education to build businesses that are driving the state and local economy.

SNAP-ing for change

Once considered to be so-called ivory towers, universities were largely isolated from the populace at large. Today, institutions of higher education are agents of change.

At UB, we embrace this role. Preparing students to lead successful, satisfying professional lives goes hand

From Concept to Creation:

Building a Business, Providing Jobs

Twenty-seven years after industrial design grads Donna Shea '84 and her classmates Gene Shapiro '86 and Andy Pandiani '86 founded Innovative Display & Design in Bridgeport, she still loves going to work.

And why not? By any measure, IDD has been a runaway success.

Founded in a downtown Bridgeport business incubator on \$450, the determined start-up has grown into a multimillion-dollar design and marketing corporation that creates trade show exhibits to larger-than-life displays, event sets and scenery, graphics and other products. Most of IDD's clients are scattered throughout the U.S., but several have relied upon the company to create products for international expositions in over 17 countries located in Europe, Asia, Africa, South America, and Australia.

“You look around and see all of these smiling faces, kids running around, spouses—there’s a responsibility with having a place where people have financial security and they enjoy going to work.”

— Donna Shea '84
Cofounder, Innovation Design & Display

To meet the increasing demand for its goods and services, IDD has grown its ranks to 62 full-time employees who represent design and graphics-production departments, builders, account managers, client service reps, IT pros, warehouse and transportation workers, and asset managers. Ten additional employees work seasonally—about seven months a year—for clients such as United Health Group, Konica Minolta, and Pentax Medical.

The magnitude of the firm's success, and the responsibility that comes with it, feels particularly acute during company-wide events and picnics, says Shea. “You look around and see all of these smiling faces, kids running around, spouses—there’s a responsibility with having a place where people have financial security and they enjoy going to work,” she says. “You realize the job is how people pay their mortgage, take vacations, and send their kids to college.”



From left: Industrial Design alums Gene Shapiro, Donna Shea, and Andy Pandiani

The nature of the work—say, seeing production crews put the finishing touches on an Internet café lounge slated for one of America's largest tradeshows that was just a designer's idea a few weeks earlier—helps to create job satisfaction. But IDD's founders, inspired by their time at UB, have sought to create a workplace that is truly diverse and exciting.

"We look at the company as a microcosm of the world," says Shea. "We have every ethnicity and background here—from the craftsman to the MBA account executive and everyone in between. We love it. It's our own snapshot of the world. UB helped us evolve that by bringing in international education. I really feel it was ahead of its time. If I hadn't felt comfortable as a global communicator and with different cultures, we wouldn't have been able to set up a supplier network in which we exhibit all over the world for our multinational American clients."

IDD's global success has a direct impact on its employees' financial stability; in a tough economy, the company provides steady jobs. Add in the benefits of UB alums, who contribute \$231 million to the state's economy in spending per year, plus revenue from successful businesses like IDD, and the returns grow even larger.

in glove with encouraging them to get involved in the larger community. As they engage outside of the campus, students gain a heightened awareness of critical issues that will confront them in myriad arenas: politics, engineering, education, science, and the arts.

The Office of Student Affairs and the Student Government Association are critical to these efforts, and this year they organized or participated in dozens of community campaigns: the annual Domestic Violence Vigil, 9/11 and Martin Luther King Jr. Days of Service, Habitat for Humanity. But one campaign in particular received widespread national attention: the SNAP Food Challenge.

Conceived of by Jennifer Turner, who is the VISTA Community Service Coordinator at UB, the SNAP campaign challenged individuals to live on \$35 a week—the amount allotted to food stamp recipients. When Newark Mayor Cory Booker took up the call, he asked Turner to judge his progress. In the meantime, UB students joined in, getting by on \$5 a day.

By participating, students learned to walk in the shoes of an estimated 47.1 million Americans living on food stamps. SNAP wasn't easy, but it was effective, motivating participants to ask questions and propose solutions to help those in need.

In April, Turner was awarded the Connecticut Higher Education Community Service Award, given to university faculty and students who make extraordinary efforts to invest in the future of others.

Investing in culture: does it count?

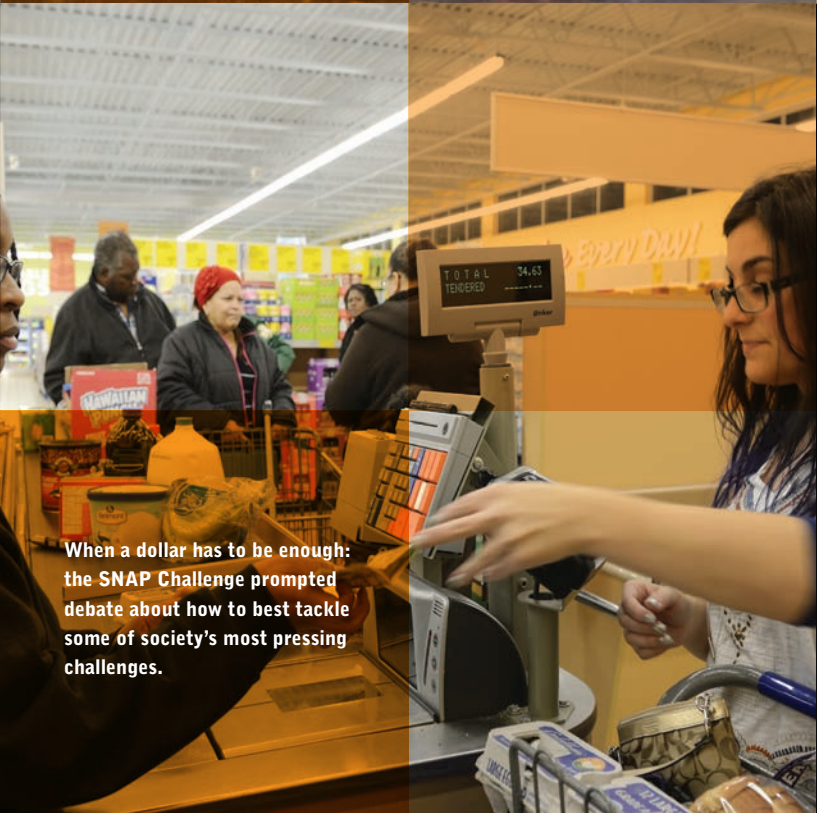
What is the value of the arts? We can look to box office stats for the latest movie and museum attendance rates and ticket sales. Great events bring people to our local community, and last year, visitors to UB events generated \$13 million locally.

Those dollars are just one measurement of success, but as Albert Einstein famously noted: “Not everything that counts can be counted, and not everything that can be counted counts.”

At UB, the arts have always been fundamental to enriching students' experience on campus. Annual events like International Week contribute to our cultural fabric, draw people together, and reveal rich, new worlds. Such opportunities deserve and ought to be shared, and UB continues to open its concert halls and galleries to the public.



Opportunities to work and live with individuals from other cultures prepare students to thrive in an increasingly connected world.



When a dollar has to be enough: the SNAP Challenge prompted debate about how to best tackle some of society's most pressing challenges.

International Week:
an annual favorite



LIVING FOR 32

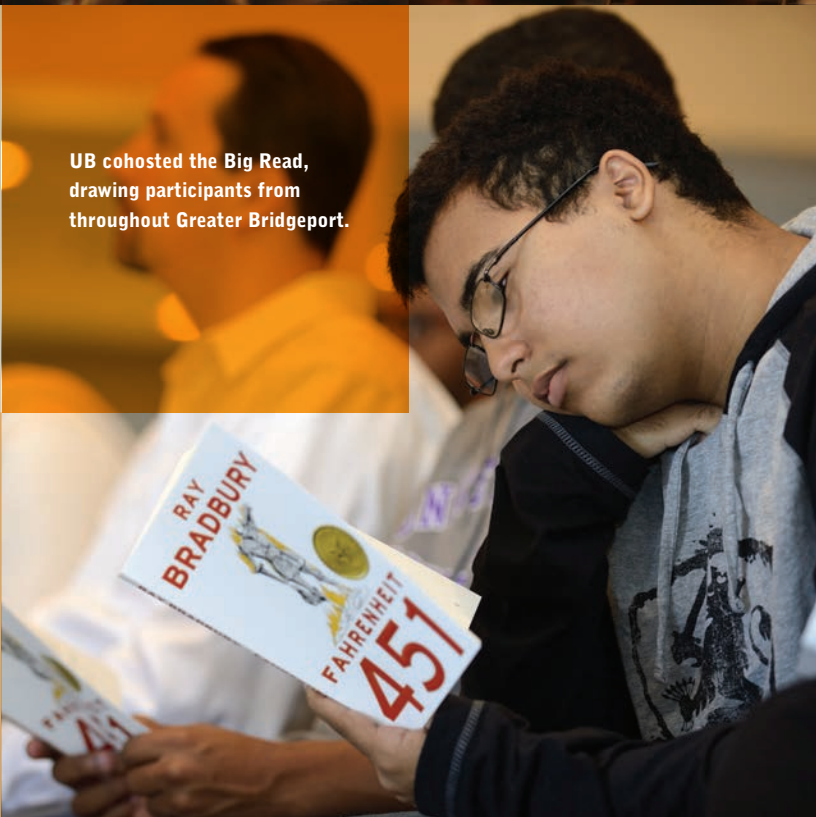
Play Movie



Virginia Tech shooting survivor Colin Goddard was invited to talk about gun violence. The SGA-sponsored event drew praise from the media.



Fans of spoken-word poet and TED star Sara Kay came from other states to see her performance at UB.



UB cohosted the Big Read, drawing participants from throughout Greater Bridgeport.

This year, our Student Government Association (SGA) hosted several blockbuster events that proved to be far more popular, and important, than first imagined.

Just weeks before the tragic shooting at the Newtown School, SGA organizers invited Colin Goddard, a survivor of the Virginia Tech shooting massacre, to talk about gun violence and introduce his searing documentary, *Living for 32*.

Goddard was shot four times by a fellow student. Although he was told he'd never walk again, he went on to work for the Brady Campaign to Prevent Gun Violence, and his gun-control message resonated loudly.

Audience members suggested local marches to protest gun violence, and the *Connecticut Post* lauded the SGA for taking the lead on a critical social issue affecting the entire community, noting: "That the students made the effort to raise the issue of gun violence and facilitate a conversation about it in a city like Bridgeport, which has been plagued with gun violence, is a laudable act."

Driving for words

When the SGA arranged for spoken-word poet Sarah Kay to appear in April, news spread quickly. Fans of the high-

octane poet drove as far as Massachusetts and New Jersey to hear her sold-out performance.

Known for her 2011 TED Talk, which has garnered more than 2 million hits from fans worldwide, Kay came to UB to recite poetry about her family, growing up, and being in love for the first time. Those universal experiences, and Kay's glittering performance, wowed the audience, which lined up to speak to her directly and share experiences of their own.

The words of Ray Bradbury, author of *Fahrenheit 451*, inspired conversations throughout Greater Bridgeport when UB co-sponsored the 2012 Big Read Program. Started by the National Endowment for the Arts (NEA) to promote reading, Big Read events are hosted in communities nationwide. UB was just one of two grantees that received \$15,000 from the NEA to fund the six-week celebration, which included a 24-hour read-a-thon at the Cox Student Center, film screenings, art exhibitions, scavenger hunt, and other events that attracted students and other readers of all ages.

As UB English professor Diane Krumrey noted, reading collectively, "allows us to imagine together what matters most and why."

Investing in her future:

Alumni Board Scholarship

It was love from E—the first note of *Für Elise*. “I was so interested,” says student Jaqueline Yanes, remembering the day that her third-grade classmate played Beethoven’s famous piece. “I asked my school flute teacher if he could give me piano lessons, too.”

Years later, Yanes is still honing her piano skills as music major at UB. Energetic and resourceful, she takes advantage of all that her education offers. In addition to the piano, she plays the flute and clarinet, performs with the University Jazz Band and sings with the Chamber Singers. She spent her junior year studying in the south of France, thanks to a grant from the American Institute of Foreign Study. While there, she took it upon herself to volunteer with the Cannes Regional Orchestra so she could work with professional musicians.

“The scholarship really is a blessing.
I didn’t know how I’d be able to go
to school this year if I didn’t have it.
It was essential.”

—Jaqueline Yanes
Alumni Board Scholarship winner

That’s a far way for a young woman who grew up and lives in Stamford, Connecticut, where her mother supported her and two other children by working as a housekeeper.

Yanes works, too, at a Hilton Hotel and a country club. Yet she maintains top grades at UB. Her 3.7 GPA landed her on the President’s List this past year and helped her to win the \$10,000 Alumni Board Scholarship.

To qualify for the award, students must be juniors or seniors, have demonstrated financial need, earn superlative grades, participate in University activities, or perform community service, and submit an essay.

“The scholarship,” says Yanes, “really is a blessing. I didn’t know how I’d be able to go to school this year if I didn’t have it. It was essential.”



Alumni Board Chairman Dennis Brotherton and scholarship winner Jacqueline Yanes

That's music to the ears of Dennis Brotherton, president of the UB Alumni Board.

Brotherton earned his physics degree from the University in 1986, and says he's wanted the Alumni Board to grant a scholarship for years. Thanks to a profit-sharing agreement with Liberty Mutual that was facilitated by former Alumni Board President Gordon Stier, that dream became a reality. In addition to other monies contributed to the scholarship fund from various alumni events and annual giving, each time an alumnus buys insurance through Liberty Mutual, funds are contributed to the scholarship program.

Two years ago, there was enough for the Board to award its first scholarship. It's an important investment in students' future, says Brotherton, but it's also about building a stronger UB.

"University of Bridgeport is my school. I contributed a chunk of my life down there. How do you walk away from that? I'd like to instill that feeling in other students. The school has more and more to offer, and I want alumni to be proud and stay connected so they can come back and feel involved. If they can contribute some money later on, that's frosting on the cake. But really, it's so much more than that: it's a community we're building over time."

The University's ROI: Among the Best

This year, UB placed in the top 25 percent of more than 1,500 colleges and universities on the Return on Investment (ROI) College Education Value Rankings by Payscale.com. We're pleased with the findings from this independent study, but not surprised: At UB, we not only help our graduates to get hired, we make sure they prosper as leaders in their fields.

That's why we continue to enrich our curriculum with practical instruction, including opportunities for hands-on learning, cutting-edge research, and in-the-field experiences in growing fields, such as health care, design, business, engineering, and science.

As part of that commitment, UB launched its Physician Assistant Institute in 2010. Twenty-one women and men were admitted from a field of more than 150 applicants. Physician assistant programs are notoriously rigorous, but thanks to a network of supportive student-run tutorials, the inaugural class graduated as a highly successful group in May and secured residencies in various positions across the country—from New York to Oregon, Chicago, and to Yale Hospital in Connecticut—in various specialties, from residencies in surgery to emergency medicine, and psychiatry and medicine. In these areas of practice, starting salaries average \$90,000 to \$100,000 annually.

top
25
percent

- UB's high ranking reflects its strong ROI (Source: Payscale.com).

150
applicants

- More than 150 applied to UB's new Physician Assistant Institute when it opened; 21 got in (Source: UB Admissions).

\$90,000
starting salary

- The first class from the Physician Assistant Institute (PAI) graduated this year. Grads are now earning \$90,000-\$100,000 (Source: PAI Director Dr. Daniel Cervonka).





The Graphic Design program launched a concentration in New Media to equip students with the most current and in-demand skills.



The new Bachelor of Science in Health Services opens additional pathways to graduate-level programs and medical school.

Geology professor "Doc Rock" and students; his class is part of UB's strong STEM curriculum.

New avenues to medical careers

Meanwhile, UB's School of Arts and Sciences continued to enhance its undergraduate health sciences programs. Traditionally, University students who were interested in medical school or similar graduate programs majored in biology. Our new Bachelor of Science in Health Sciences opens additional pathways to graduate-level professional programs. Students may concentrate their studies in the burgeoning fields of nutrition, exercise and fitness, or community health. To ensure students obtain real-life experience, most of the Health Sciences concentrations require internships, and UB is establishing community- and hospital-based internships in to increase those professional opportunities.

The national shortage of medical laboratory scientists has created an urgent need for quality patient care. UB is proud to help meet demand with the launch of its new Medical Laboratory Science (MLS) program. This bachelor's degree track prepares students to work in private or public hospitals, medical centers, or research labs, all of which are competing for skilled graduates and pay starting salaries averaging \$55,000 annually.

This year, the Medical Laboratory Science track passed a critical milestone when it received the "serious applicant" status from the National Accrediting Agency for Clinical Lab Science. This enables our graduates to sit for the American Society for Clinical Pathology Certification Examinations, and thus accept job offers. Meanwhile, the MLS program will continue to evolve as it works to create a master's level track in collaboration with the University's biology department. This will prepare our graduates for advanced study, specialty certification, and managerial positions.

Advertising the future

When it comes to advertising, marketing, and design, things have come a long way since the days of *Mad Men*.

Smart phone and computer screens, cable television, and digital media have pushed catalogues, magazines, and even network television into the margins. That's impacted the role that graphic designers play. To train students to work in this rapidly expanding field, the Shintaro Akatsu School of Design launched a concentration in New Media within the Graphic Design program. Taught by

professionals in the field, including the owner of a NYC-based web design firm and a former producer for Sony Music, the track focuses on design for screen, including web, video, animation, and other digital media.

Rewarded by international expertise

When UB's Board of Trustees voted to rename the International College to the College of Public and International Affairs (CPIA) in early 2013, the change reflected the school's commitment to train students in a wide range of careers in political science, international law, diplomacy, and mass communications. Current enhancements to the school's curriculum, particularly the launch of master's programs in Asian and Pacific Rim Studies and Global Media and Communications, enhanced the University's leadership role in training professionals to lead and adapt to international power and economic shifts. Asia and the Pacific Rim are at the center of World Trade. That's created a need to understand the culture, economies, political systems, religions, and people of the region. CPIA's new programs require overseas study, so students gain expertise in these critical issues.

Opening worlds for professionals

The benefits of CPIA training are not limited to our students. Trade between Connecticut-based firms and China has increased 1000 percent over the past decade. To help professionals thrive in this environment, the Robert Sammis Lecture Series presented "Year of the Dragon & Doing Business in China: Myths, Legends, Challenges & Opportunities." Other presentations have featured CPIA faculty speaking about Sino-African Relations and the importance of the South China Sea, the much-disputed, resource-rich territory that is strategically and economically important to the United States.

These CPIA programs attracted considerable attention this year: *Harvard Asia Quarterly* published an article on the South China Sea dispute by associate professors William Lay and Nancy Wei. Atlantic Wire, the website from the publisher of *Atlantic Monthly* magazine, selected an article by CPIA associate professor Steve Hess as one of its "Five Best" columns that it disseminates daily to promote "ideas that matter most." And Dean Thomas Ward traveled to France as part of a pioneer U.S. Fulbright Scholar program for International Education Administrators.



Minquan Zhang, director of Shanghai East Radio C. Ltd., was invited by CPIA to talk about international media.



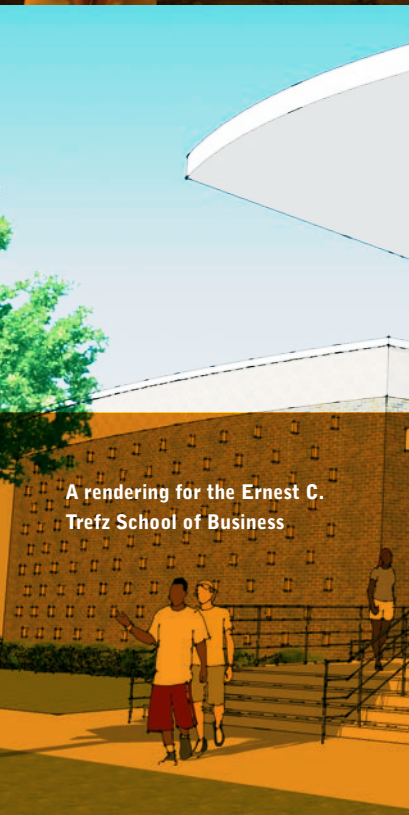
Yiting Liu, founding partner of Ray Shi Capital Group, LLC, provided invaluable insight about investing in China at the Robert Sammis Lecture Series, which is held for the business community at UB.



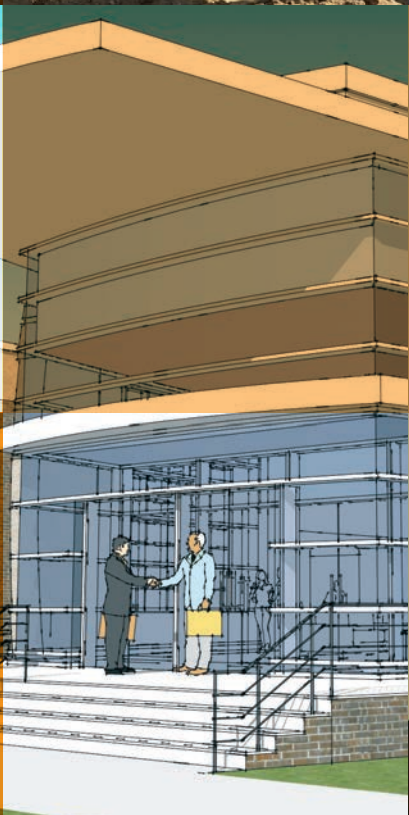
Programs by the College of Public and International Affairs helps Connecticut companies as trade between them and other nations continues to grow.



From left, UB Trustee Robert Berchem, President Neil Albert Salonen, Gov. Dannel P. Malloy, UB Trustee Ernest and Mrs. Trefz, and UB Co-Chairman of the Board of Trustees Frank Zullo broke ground on the newly renamed Ernest C. Trefz School of Business.



A rendering for the Ernest C. Trefz School of Business



CPIA Dean Thomas Ward visited former student Veronica DeLeon, who is working at the Council of Europe in Germany.

While in Europe, Ward met with alumna Veronica DeLeon, who is now working at the Council of Europe in Strasbourg, Germany. DeLeon had completed an internship at the Council prior to earning her master's degree in Global Development and Peace at UB, paving the way for her to be selected as an international civil servant. Most recently, she was tapped to work on the Council's Internet Governance Unit. DeLeon is one of several CPIA graduates who work in the foreign service.

Business Sense

In the past five years, UB has invested in transforming the campus with new buildings, technology, and other facilities. This year, we broke ground on one project that will be nothing short of transformative: the Ernest C. Trefz School of Business.

Named in honor of Ernie Trefz, a member of the UB Board of Trustees since 1980 and a longtime friend of the University, the enhanced building will enable the Business School to complete several initiatives to provide superlative resources, education, and training. Among them: the school's new online MBA program, which will launch in January 2014.

The online MBA at UB has been designed for students to complete their MBA in one year and complements existing courses at the School of Business that have been popular with working students, such as the weekend MBA program and the MBA with a concentration in accounting. Programs like these, crafted with input from the business community and other respected leaders, reap financial and professional rewards for graduates. They also provide the business community with experienced workers who are vital to success.

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Panuzio & Giordano Public Affairs, LLC*

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Statement of Activities

For the year ended June 30, 2013, the University of Bridgeport showed strong and stable results in an economy of continued uncertainty and slow growth. This is particularly commendable during a year when Moody's Investment Services, on January 16, 2013, announced that the outlook for the entire US higher education sector is negative, including the market-leading, research-driven colleges and universities. The industry remains viable and enduring despite the issues of affordability, public disclosure, more governmental regulation and consumers seeking quality and low cost. The University of Bridgeport is well positioned to address these issues due to cost saving

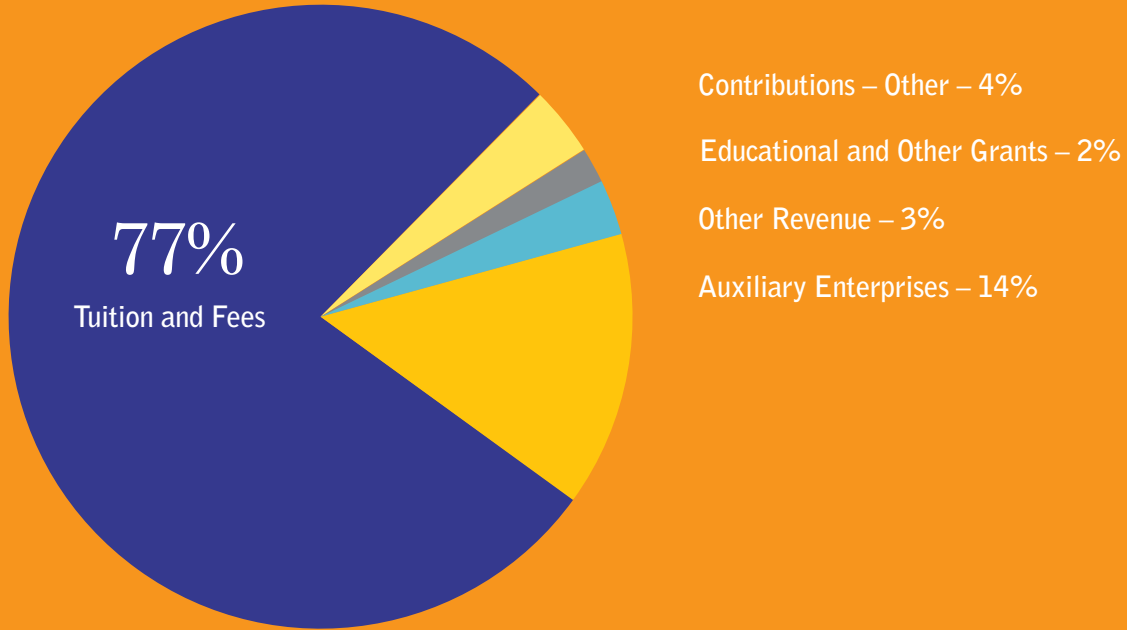
initiatives and new revenue streams already identified and implemented. Such as the development of the Global Learning Initiative and the in-sourcing of information technology, print and mail services. For the year ended June 30, 2013, the University's positive results were due to a modest operating surplus combined with increased revenue from contributions as well as both the market value of the swap and the investments.

Building upon this solid foundation, the University of Bridgeport community can look forward to continued success and growth.

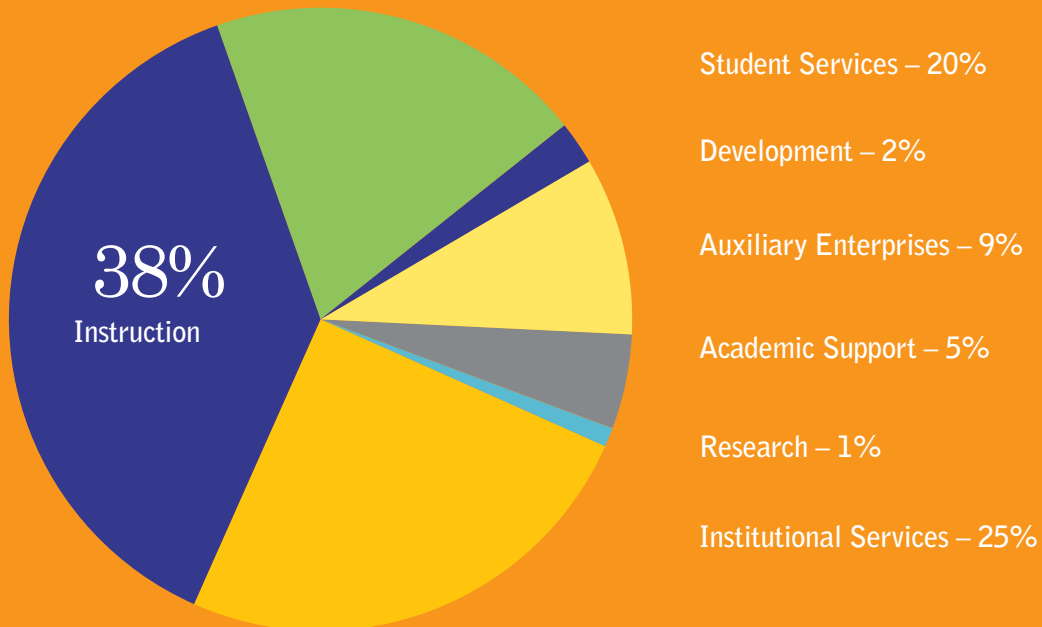
<i>Fiscal Year Ended June 30 (Amounts presented in thousands)</i>	2013	2012
Revenue, gains and other additions		
Student tuition, net	\$ 66,056	\$ 63,665
Auxiliary enterprises	12,186	11,573
Contributions - other	3,047	1,871
Education and other grants	1,585	1,409
Interest and dividend income	274	245
Net realized investment gains	165	(122)
Unrealized investment gains	1,040	176
Other additions	977	442
Total revenues gains and other additions	<u>\$ 85,330</u>	<u>\$ 79,259</u>
Expenses and other deductions		
Instruction	\$ 30,865	\$ 29,247
Academic support	3,991	3,813
Student services	16,010	15,328
Institutional services	20,308	18,775
Research	797	607
Development	1,820	1,634
Auxiliary enterprises	7,521	6,978
Total expenses and other deductions	<u>\$ 81,312</u>	<u>\$ 76,445</u>
Other changes in net assets		
Change in fair value of interest rate swaps	1,112	(1,694)
Cost of issuance	(28)	(18)
Change in net assets	<u>5,102</u>	<u>1,102</u>
Net assets - beginning	<u>\$ 51,334</u>	<u>\$ 50,232</u>
Net assets - end	<u><u>\$ 56,436</u></u>	<u><u>\$ 51,334</u></u>

Financial Highlights

Operating Revenues – \$85M



Operating Expenditures – \$81M





UNIVERSITY OF
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